

SUCCEED COMMITTEE

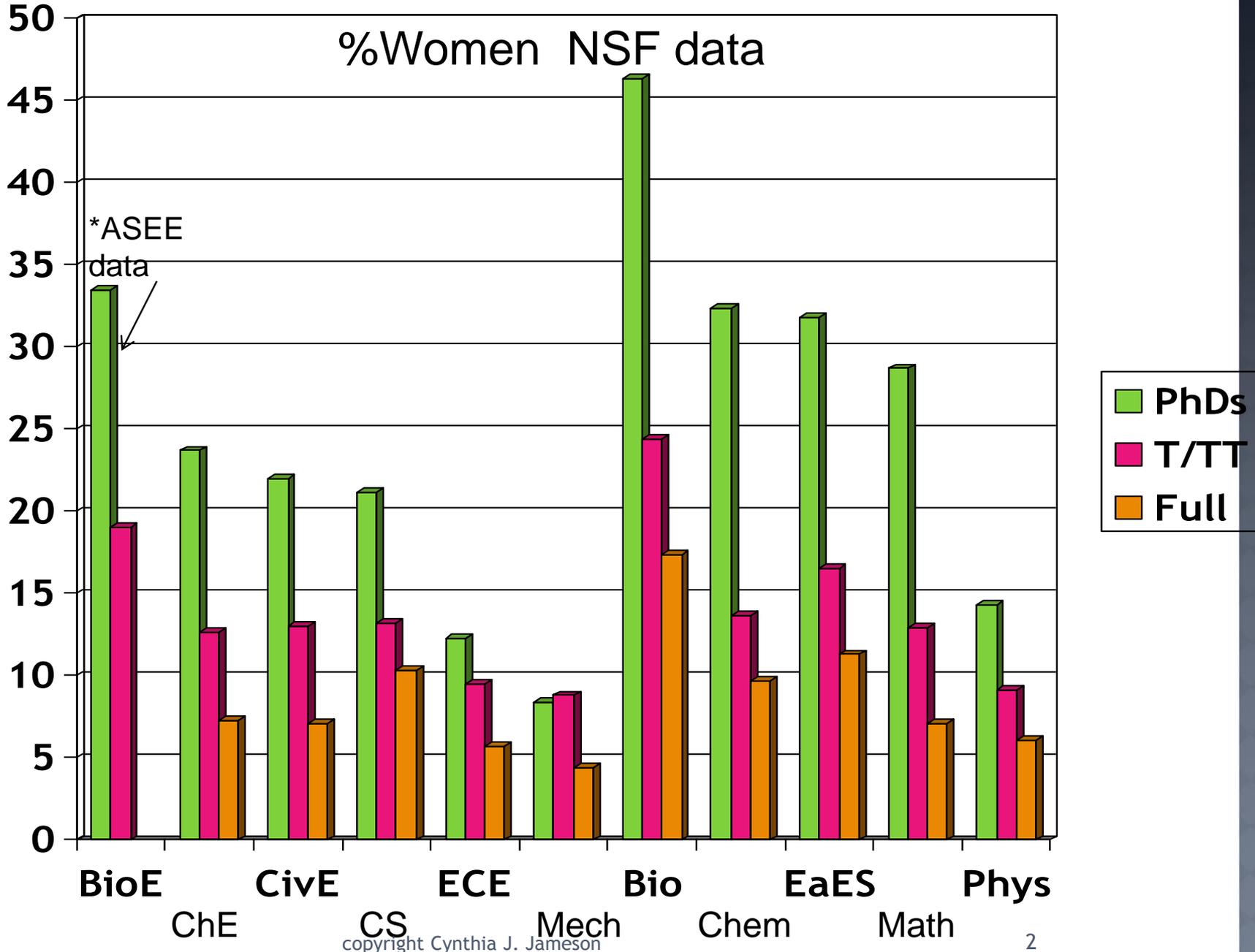
SUPPORTING UIC'S COMMITMENT TO
A COMMUNITY OF EXCELLENCE, EQUITY &
DIVERSITY

Faculty Search Committee Training

16 October 2012

12:30 PM 1000 SEO

WISEST'S CONCERNS



SUCCEED'S MISSION

*Supporting UIC's Commitment to a
Community of Excellence, Equity & Diversity*

**To support UIC's commitment to
creating a community of excellence,
by assisting search committees
identify, recruit & hire talented
and diverse faculty and heads**

SUBJECT OF TODAY'S PRESENTATION

- ◉ Procedures to ensure an inclusive and effective search

ELEMENTS OF A SUCCESSFUL SEARCH

- ◎ Raise awareness of unconscious assumptions and their influence on evaluation of candidates
- ◎ Actively recruit an excellent and diverse pool of candidates
- ◎ Ensure a fair and thorough review of candidates
- ◎ Develop and implement an effective interview process
- ◎ Conduct a fair selection from interviewed candidates

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Impact of blind auditions on selection of women in symphony orchestras

Goldin & Rouse, 2000. Blind auditions can explain 30-55% of increase in women winning orchestral jobs

NOW:
36% women



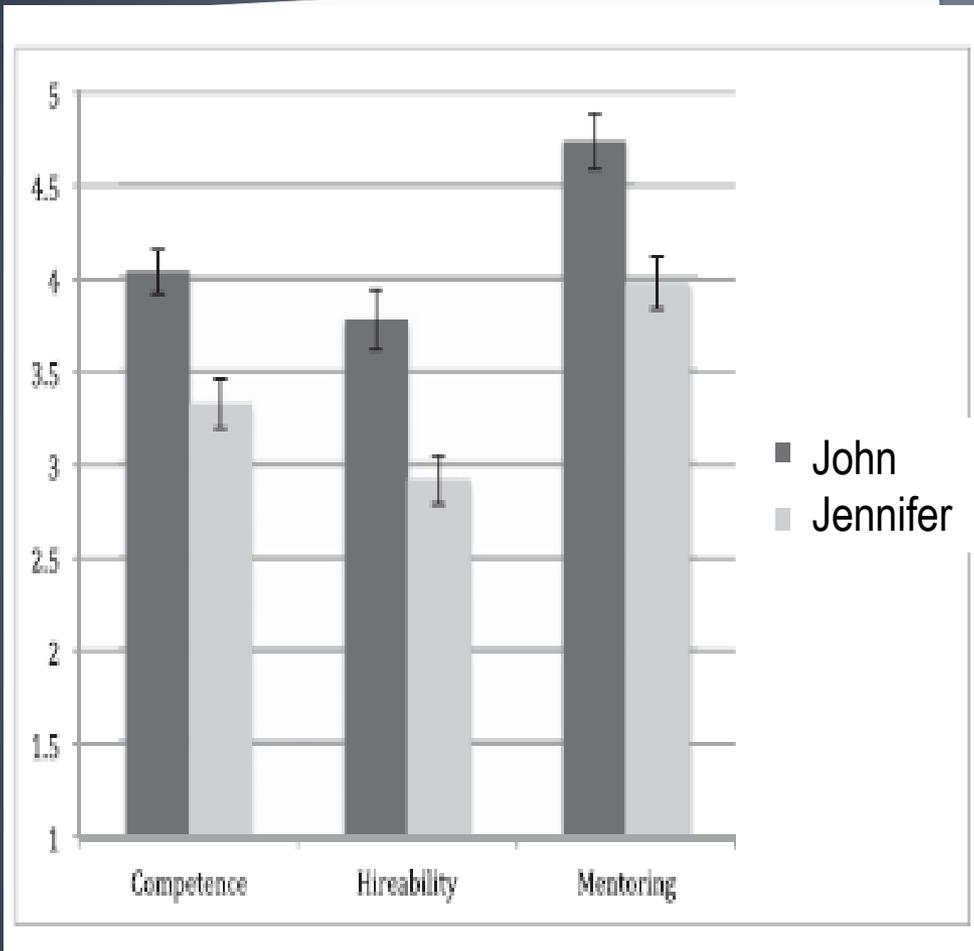
THEN: Chicago Symphony Orchestra, Fritz Reiner
4% women

Blind auditions for faculty search?



University psychology professors (50% male 50% female) prefer to hire "Brian" over "Karen", are twice as likely to reject Karen as Brian even though the CVs are identical

1999 research studies, are they still relevant today?



RECENT STUDY:
PNAS
SEPTEMBER,
2012

Biology, chemistry, and physics professors (n = 127), 6 large research universities student applicant (“John” or “Jennifer”) for lab manager position, intending to go to graduate school

Moss-Racusin et al. Proc Nat Acad Sci published on-line Sept 14, 2012

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Before the closing date:

- ❑ Word the position description so that it conveys UIC's commitment to excellence, equity & diversity
- ❑ Conduct broad search rather than niche hiring within the discipline to ensure a larger pool of candidates
- ❑ Engage in **active recruiting** of highly qualified individuals from underrepresented groups so as to make the applicant pool more closely reflect the distribution among PhDs granted in the field. Function as a **Search Committee**, not a "Letter-Opening Committee"

A SEARCH PROCESS, NOT JUST A HIRING PROCESS

Broaden the search process:

❖ **Seek faculty candidates through nontraditional avenues in addition to “the usual”**

- Network with national minority organizations or minority committees of professional societies to identify promising candidates
- Seek faculty candidates through workshops devoted to diversity
- Advertise in publications/sites that specifically reach diverse audiences
- Actively recruit candidates from minorityfellowship/awards programs
- Network with faculty of color

STRATEGIES FOR PRO-ACTIVE RECRUITING FOR A DIVERSE APPLICANT POOL

- ◉ At conferences, seek out Ph.D. students and post-docs who may be potential candidates for academic positions on the basis of their achievements. Attend their talks and invite them to apply.
- ◉ Ask colleagues in your field for outstanding candidates, what about women & minorities?
- ◉ Review conference programs and web sites for promising young scholars & prize winners among women and minorities and invite them to apply. Look for URMs where STEM URM achievements have been recognized.*
- ◉ Find women & URM scholars in web pages of research groups

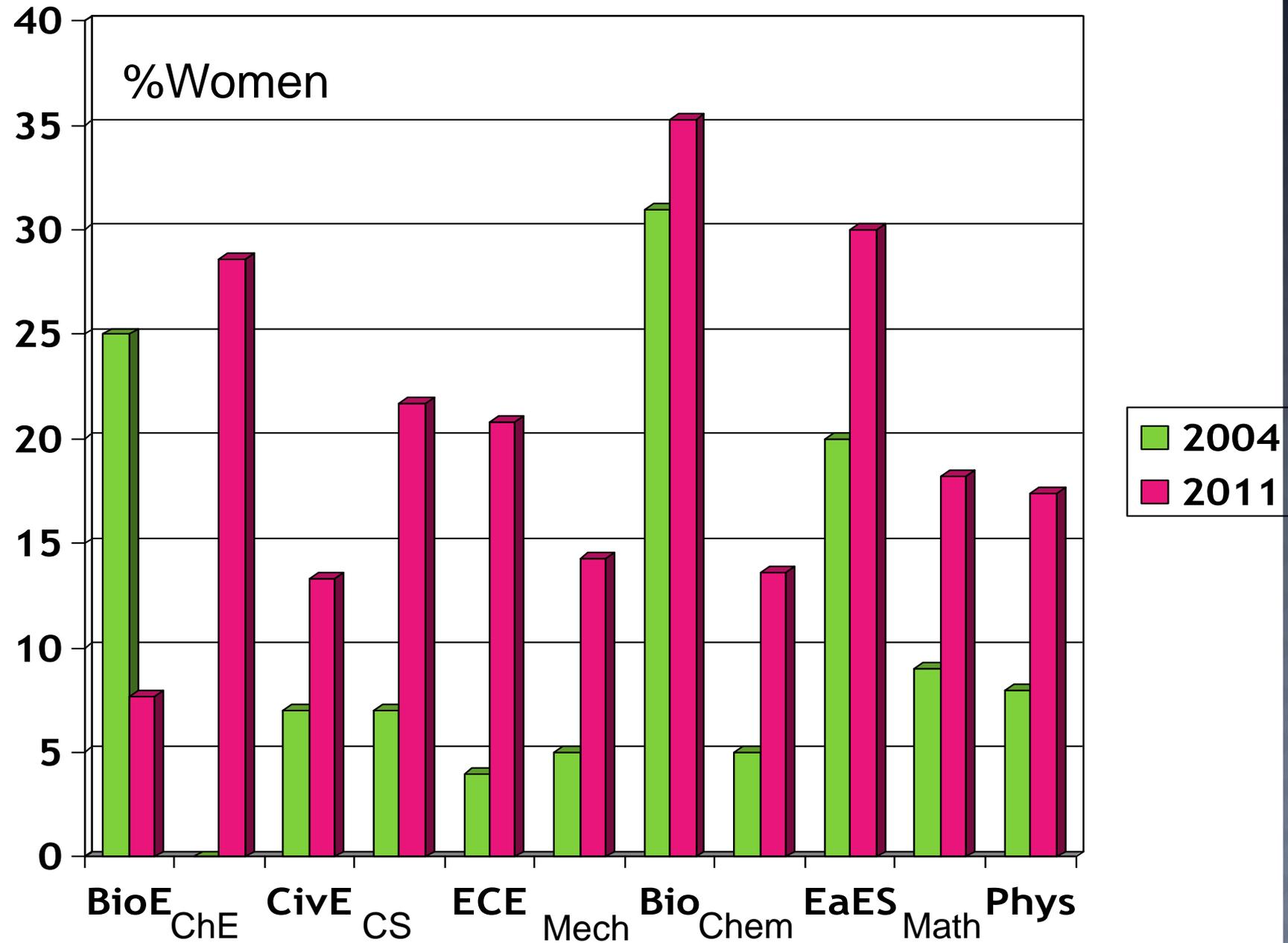
CHANGES IN POOLS, SHORT LISTS, NEW HIRES

OUTCOMES FOR 2 DEPARTMENTS

Case	PROCESS	<i>per position</i>		HIRE
		POOL	to OAE	
Dept Y	standard	2W / 55	1W / 8	1M
	pro-active	26W / 112	12W / 17	1W
Dept X	standard	7.2W / 51.4	3W / 12	4M
	pro-active	27.5W / 123	14W / 24	2W

1. Increased TOTAL pool with pro-active recruiting (doubled number of male applicants!)
2. Increased probability of hiring a woman

UIC STEM FACULTY



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During the application review:

- ❑ Commit to the value of specific credentials (papers published, impact factors, citations, proposed research, reference letters,...) before the review and before rank ordering or rating
- ❑ Compare candidates across the board using objective criteria before identifying “top” candidates
- ❑ Collect list of “included” from each committee member before discussing individual candidates (permits independent first judgment, minimizes undue influence from strong personalities)

RECOMMENDATIONS FOR THE APPLICANT FILE REVIEW PHASE

How to do it efficiently and still be inclusive

Before you start, the committee members should agree on the criteria

Create two lists:

- the **absolutely essential criteria**
- the **desirable criteria**

General classes of criteria:

- Educational qualifications (pedigree)
- Professional qualifications
- Professional experience
- Evidence of competencies

What are the predictors of success?

A STUDY: PREDICTING SCIENTIFIC SUCCESS

Nature 13 Sept 2012 489, 201-202

Acuna, Allesina & Kording

What are the predictors of future success
(defined by h index)?

Predicting 5 years into the future ($R^2 = 0.67$):

$$h+5 = 4 + 1.58\sqrt{n} + 0.86h - 0.35y + 0.06j + 0.2q$$

Predicting 10 years into the future ($R^2 = 0.48$):

$$h+10 = 8.73 + 1.33\sqrt{n} + 0.48h - 0.41y + 0.52j + 0.82q$$

h = current h index

n = number of publications

y = years since publishing first article

j = number of distinct journals published in

q = number of articles in *Nature*, *Science*,
Nature Neuroscience, *PNAS*, and *Neuron*

***h*-index trajectories are relatively predictable over time for an individual**

1. the number of articles written
2. the diversity of publication in distinct journals
3. the number of articles published in five prestigious journals

all become increasingly influential over time.

Why are these predictors of success?

1. Scientists who are productive and publish many papers tend to remain productive
2. Publishing in many different journals may lead to non-overlapping populations of scientists who cite the work, also likely to be someone with broad training who contributes in many ways
3. Publications in leading journals can increase the visibility of a scientist's other papers, past and future

Examples of *specific criteria* (Mich State uses these):

(from CV)

(after campus visit)

- Ability to conduct scholarly research as reflected in the job talk

- Ability to conduct scholarly research as reflected in the candidate's publication record (e.g., quality publications)

- Potential for scholarly impact (all things considered)

- Record of obtaining external research funding

- Potential for obtaining external research funding

- Ability to teach as reflected in the job talk

- Ability to teach as reflected in candidate's past experiences

- Fit with department priorities as reflected in the job posting

- Ability to work with diverse students and diverse groups, and contribute to a climate of inclusion

HOW TO EVALUATE THE PUBLICATION RECORD?

- ❖ Number of publications
- ❖ Number of first authorships
- ❖ Impact factor of journal
- ❖ Number of citations
- ❖ h index

No simple formula for judging quality at the entry level.

RECOMMENDATIONS FOR THE APPLICANT FILE REVIEW PHASE

How to do it efficiently and still be inclusive

- Prepare a spreadsheet with these criteria as headings and decide on rating method.

Example of rating method:

-1 (disqualifying), 0(unable to judge), 1(fair), 2(good), 3(vg),
4 (excellent/outstanding)

Decide on weighting factor for each criterion at some stage before campus visits.

- Group files according to general research areas (Compare topologists with other topologists) and fill spreadsheets separately.

SOME STRATEGIES THAT HAVE BEEN USED FOR FIRST CUT

1. Each member of the search committee looks through all the files and chooses his “best 25”, and also of these, his “best 5”.

At the meeting all the “best 25”s are transferred to a new spreadsheet and the rest of the application files are retired.

Postpone discussion of individuals until all members have revisited the files of the listed candidates.

SOME STRATEGIES THAT HAVE BEEN USED FOR FIRST CUT

2. Files are assigned to individual members to read, such that each file gets 2 readers. To discriminate between highly promising applicants, to ensure that the full range of the scale is used, **a forced binning system is implemented.**

Score	Proportion
7.5 - 9.0	10%
5.1 - 7.4	20%
0.1 - 5.0	50%

The remaining 20% may be distributed between the three bins as members deem appropriate, in order to compensate for a relatively strong or a relatively weak subset of applications.

This forces a rank-ordered list, large discrepancies require a 3rd reader.

OPTION: A CALIBRATION EXERCISE BASED ON FILES FROM PREVIOUS SEARCH

- Panels for pre-doctoral and post-doctoral fellowships use calibration exercises prior to rating applicants, to help ensure uniformity among panel members.
- Pick one representative application that averaged FAIR, GOOD, VG, EXCELLENT from files of previous search.
- Have the members of the search committee read all 4 files and fill out the spreadsheet with ratings for each criterion. Compare results.
- Discuss any discrepancies to clarify how criteria are being interpreted.

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During the campus visit:

- ❑ Collect uniform information from interviewers for more direct comparison/weighting of interviewer inputs*
- ❑ Discuss UIC's family friendly policies with all interviewees, not just the women
- ❑ Permit the candidate to see a cross-section of faculty (not only full profs & administrators), especially new hires from STEM departments who are known to be happy here at UIC
- ❑ Include underrepresented faculty in the campus visit, from other departments if none in yours

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During the final selection:

- ❑ Compare candidates across the board **using previously agreed upon criteria** (be conscious of ‘Redefining Merit’ pitfall)
- ❑ Utilize the same scoring sheet as input from each participant, tabulate results before discussion
- ❑ In all discussions, insist on the evidence

During the final selection:

- ❑ Keep eyes and ears open for early awareness of **dual career situations** which may require collaboration of many parties to resolve.
- ❑ Familiarize yourself with UIC's UFRP, partner accommodation program, centers, which may help **leverage the costs of hiring**

POST MORTEM

How diverse was our applicant pool?

Was the composition of the applicant pool comparable to distribution of Ph.D.s earned?
(OAE has the information)

Did we carry out an effective interview process?
Ask interviewees to compare this campus visit experience with others, based on a list. Which aspects do we need to improve? Which units on campus were most helpful, least?

How can we improve the review process, what worked, what didn't?

How can we improve the rating process, especially input from faculty outside the search committee?

THANK YOU

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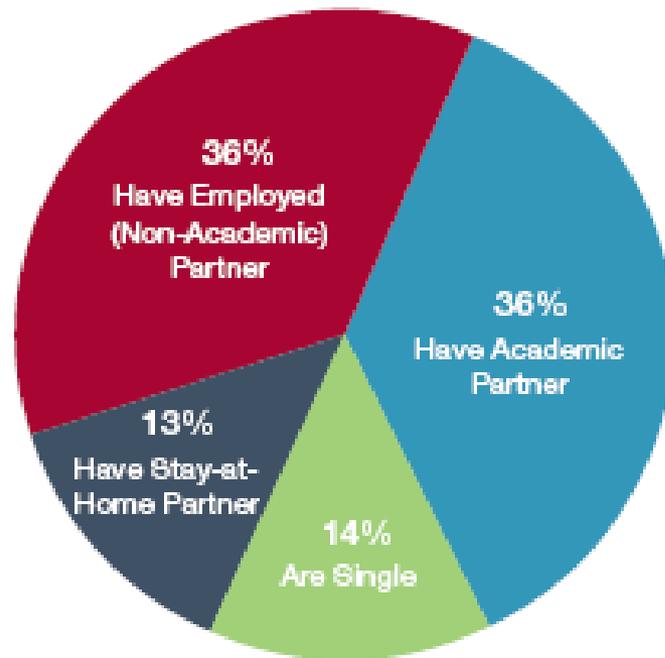
Additional slides for Q & A

HOW TO HANDLE DUAL-CAREER SITUATIONS?

WHY IS THIS ISSUE RELEVANT?

FIGURE 1: PARTNER STATUS OF U.S. ACADEMIC WORKFORCE^{^*‡}

9,043 Full-Time Faculty from 13 Leading Research Universities



**Seventy-two percent of full-time faculty in this study have employed partners.
Thirty-six percent have academic partners.**

from <http://www.stanford.edu/group/gender/ResearchPrograms/DualCareer/DualCareerFinal.pdf>

“Intelligent and creative academics often congregate and end up married to one another”

- ◎ **83% of women scientists** and **54%** of men scientists in academic couples are partnered with **another scientist**

from <http://www.stanford.edu/group/gender/ResearchPrograms/DualCareer/DualCareerFinal.pdf>

WHAT NOT TO DO

- ⦿ Do not ask illegal questions, e.g., “Are you married?”
- ⦿ Do not ask “Will you need a spousal hire for your partner?” or “Would you accept an offer from us if it did not include a spousal hire?”

**Do not ask prohibited questions,
instead provide information**

WHAT THE SEARCH COMMITTEE CAN ASK

- ◎ "If we were to offer you this position, are there factors other than the ones we have discussed that would be important to you in weighing our offer? Can we provide you with more information about any such factors"?

WHAT THE SEARCH COMMITTEE CAN DO

- ◎ Seek the best person for the position without respect to whether a candidate has a spousal hire need
- ◎ Remain alert for the possibility of a spousal hire need and convey signs of that need to the department head as soon as possible
- ◎ Make the same statement to all interviewees:

“UIC has a Spousal Accommodation Program that can, in some cases, facilitate a hire for a partner. If you become a finalist for the position, feel free to raise the question of employment options for your partner or spouse if this would be a factor in your decision to accept an offer. Also, UIC is a founding partner in the consortium GCM-HERC which has an emphasis on dual-career issues & a searchable database on jobs in higher education in greater Chicago area”.

INFORMATION YOU CAN PROVIDE

- ◎ The Provost's Partner Accommodation Policy

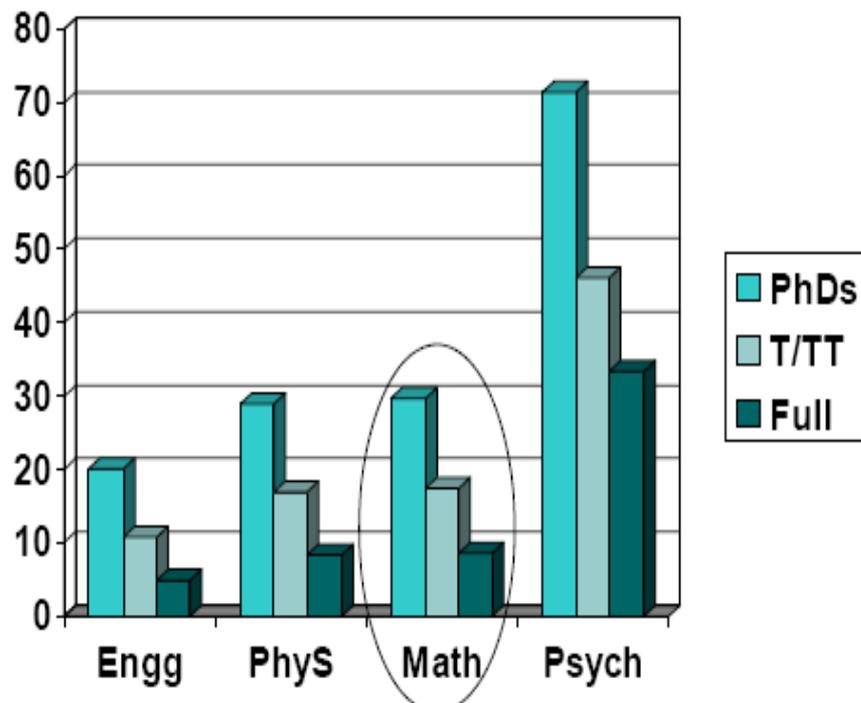
http://www.uic.edu/depts/oaa/Docs/Partner_Accommodation_Policy_Final1.pdf

- ◎ GC-HERC

http://www.gcherc.org/site/1684/res_dualcareer.cfm?site_id=1684

- ◎ Both are described in the Life Friendly UIC brochure

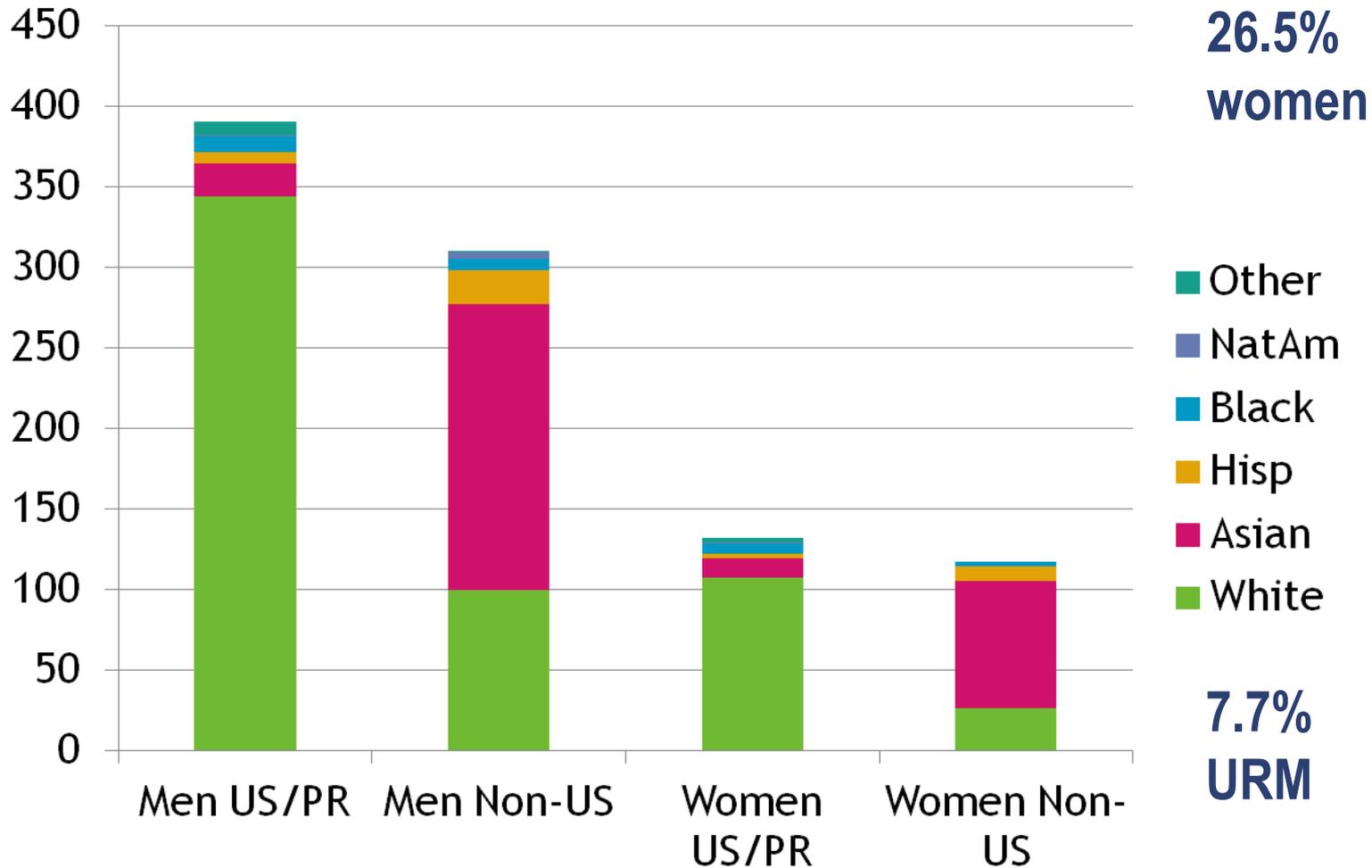
% Women (NSF Data 2006)



NO LONGER AN
ISSUE OF # OF
PHDS IN THE
PIPELINE

from NSF report
08-308, "33 years of
women in S&E faculty
positions"

MATHEMATICS DOCTORATE POOL: PHDS EARNED 2011 SURVEY



STATISTICS DOCTORATE POOL PHDS EARNED 2011

